

# Transportation Investment: AMERICA'S ECONOMIC RECOVERY ENGINE

Thirty-first Annual Report to Congress



March 2010



Metropolitan Transportation Commission



# METROPOLITAN TRANSPORTATION COMMISSION

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*Photographs courtesy of Caltrans;  
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*Photo-illustration, Michele Stone*

### INSIDE COVERS

*Photograph of San Francisco skyline  
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Published by the Legislation and  
Public Affairs Section

Joseph P. Bort MetroCenter  
101 Eighth Street  
Oakland CA 94607-4700

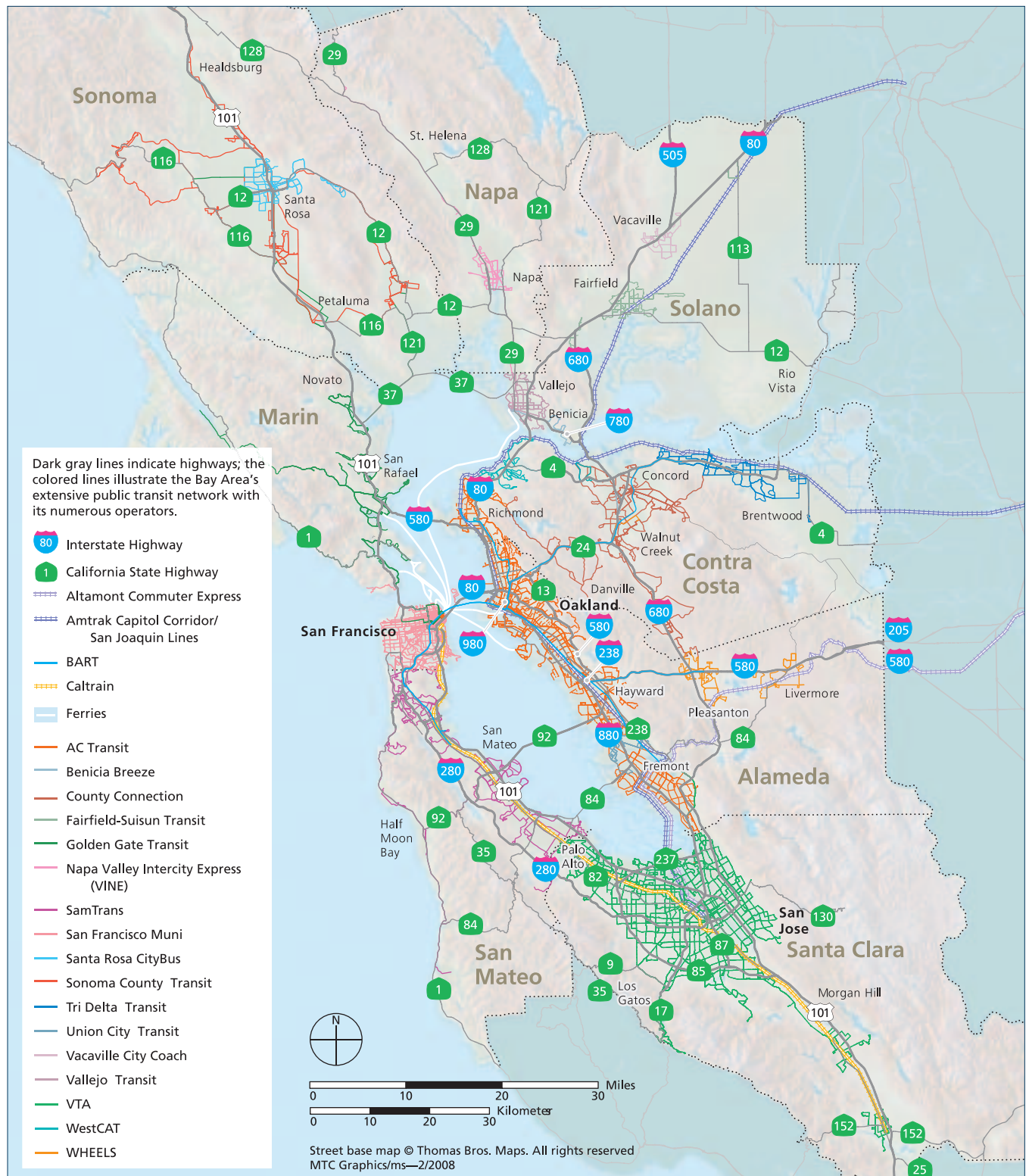
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## SAN FRANCISCO BAY AREA'S TRANSPORTATION SYSTEM







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## TRANSPORTATION INVESTMENT: AMERICA'S ECONOMIC RECOVERY ENGINE

As Congress contemplates a new round of legislation to create jobs, we urge you to focus on infrastructure. The American Recovery and Reinvestment Act (ARRA) has provided a rare silver lining for the troubled construction industry.

MTC strongly supports the House-proposed Jobs for Main Street Act, H.R. 2847, which would bring about \$720 million directly to the region, including almost \$400 million in transit formula funding and \$320 million in flexible highway formula funds.

Key H.R. 2847 provisions that should be retained in a final bill include the following:

- Distribute the vast majority of funds by existing transportation formula programs to expedite job creation.
- Nationally, provide public transit with at least one-third of the funding provided to the highway program.
- Devote at least 20 percent of the transit funds to the Fixed Guideway Infrastructure and Investment Program, which focuses scarce federal resources on the nation's existing high-density metropolitan areas that serve as the economic engines of our nation.

### Stepping Stone to a Prosperous and Sustainable Future

Beyond the obvious benefits to the construction industry, additional investment in transportation will help rebuild the infrastructure that catapulted America into global prominence. Private businesses historically used this infrastructure to build the country's booming economic engine.



Photo: Courtesy of Caltrans

The Interstate 80 Roadway Rehabilitation Project in Solano County was the first ARRA project to break ground in California.

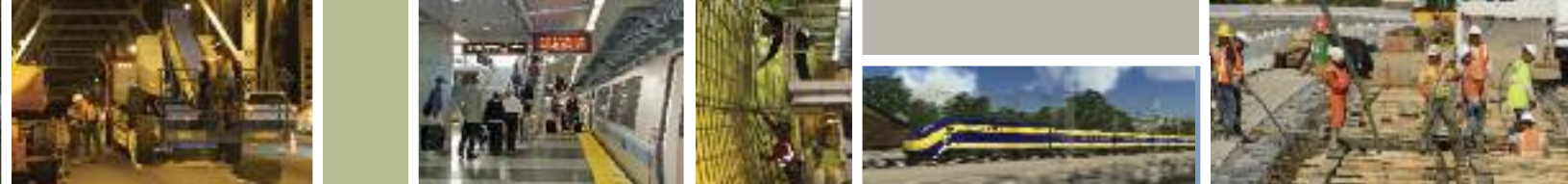
- Allow transit funds to be used for transit operations, to help reduce service cuts, fare increases and layoffs faced by transit agencies nationwide.

### Bay Area Delivers on ARRA

To date, the region has received a total of \$1.43 billion in ARRA funds, including \$929 million from formula-based programs and about \$500 million from the competitive Transportation Investment Generating Economic Recovery (TIGER) and High-Speed Intercity Passenger Rail grant programs.

In an effort to put funds to work quickly, MTC established deadlines months ahead of the federal requirements and adopted a secondary list of projects that would be ready to go if needed. Due to the Federal Transit Administration's (FTA) last-minute rejection of the Oakland Airport Connector project — originally programmed to receive \$70 million in FTA formula funds from ARRA — this insurance policy was exercised, and the funds were redirected to 30 transit system preservation projects from the contingency list.





## Status of Bay Area ARRA-Funded Projects

As of March 3, 2010

(in millions of \$)	PROGRAMMED		OBLIGATED/ GRANT AWARDED		CONTRACT AWARDED	
REGIONAL FORMULA FUNDING	Amount	Projects	Amount	Projects	Amount	Projects
Strategic Roadway Investments: <i>Includes Freeway Performance Initiative, Express Lanes, Safety and Caldecott Tunnel</i>	\$160	30	\$160	30	\$107	8
Local Road Preservation	\$145	135	\$145	135	\$120	117
Transit Preservation (Tier I)	\$287	80	\$287	80	\$277	74
Transit Preservation (Tier II)*	\$70	30	\$70	30	\$0	0
STATE FORMULA FUNDING						
Various Highway Projects: <i>Includes Caldecott Tunnel and Doyle Drive</i>	\$267	12	\$267	12	\$145	11
FEDERAL DISCRETIONARY FUNDING						
High-Speed Intercity Passenger Rail: <i>Includes Transbay Transit Center and Capitol Corridor</i>	\$429	2	\$0	0	\$0	0
TIGER: <i>Includes Doyle Drive Replacement and California Green Trade Corridor</i>	\$76	2	\$0	0	\$0	0
<b>Total</b>	<b>\$1,434</b>	<b>291</b>	<b>\$929</b>	<b>287</b>	<b>\$649</b>	<b>210</b>

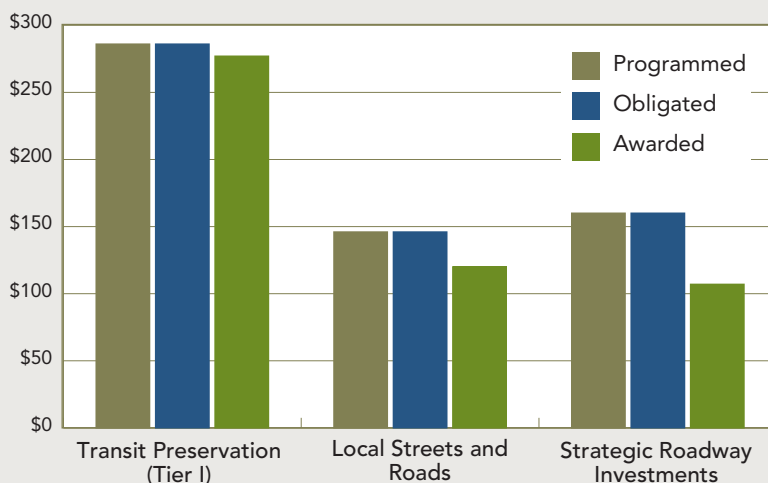
\* Tier II transit preservation projects were submitted to FTA from a contingency list in mid-February and approved on March 3, 2010.

As of March 3, 2010, 100 percent of the region's formula funds had been obligated, including \$357 million in FTA funds and \$300 million in Federal Highway Administration (FHWA) funds.

The region applied a "fix-it-first" policy to ARRA, using about 80 percent of the region's formula funds for system preservation, including \$357 million for public transit and \$145 million for local street and road repairs. A dollar spent on roadway maintenance today can save \$4 to \$12 on rehabilitation tomorrow. With the remaining funds, we focused on strategic investments in congestion relief and safety.

### Status of Bay Area ARRA Projects

(in millions of \$)





## TRANSPORTATION INVESTMENT: AMERICA'S ECONOMIC RECOVERY ENGINE (continued)

### San Francisco Chronicle SATURDAY, JANUARY 23, 2011 Work begins on Caldecott Tunnel's 4th bore

For at least three decades, drivers traveling between Contra Costa and Alameda counties on Highway 24 have waited and waited for a tunnel to be built to the Caldecott Tunnel. They want a tunnel's done in four years.

"Under the circumstances it took to build this project together four years will seem like a very long time," said Amy West, director of the Contra Costa County's transportation department.

The Friday afternoon break in the traffic on the 24th was leaders, politicians and transportation officials gathered in an enclosed and heated tent on Highway 24 to break the tunnel to celebrate the official groundbreaking for the \$420 million fourth bore.



Photo: Georgia Lambert

ARRA funds advanced the construction of the long-awaited fourth bore of the Caldecott Tunnel connecting Contra Costa and Alameda counties.

The Bay Area stands ready to deliver another one-time infusion of federal funds to help restore our infrastructure, improve mobility and revive the nation's economy. In January, we solicited our local partners for projects that are ready to go when Congress takes action on H.R. 2847. The California Department of Transportation (Caltrans) is already reviewing these projects in the field so that we can hit the ground running when Congress acts.

However, the ARRA funding deadlines highlighted the roadblocks to efficient project delivery that plague the current federal transportation program. As Congress contemplates a second bill to bring about economic growth and job creation, we urge you to streamline the project review process so that the federal funds can be put to work as soon as possible.

### Bay Area Receives \$76 Million in TIGER Grant Funding

On February 17, 2010, the U.S. Department of Transportation announced that two Bay Area projects will receive funding through the \$1.5 billion TIGER discretionary grant program established by ARRA. The Doyle Drive replacement project, dubbed the Pre-



Image: Courtesy of Caltrans

The fourth Caldecott tunnel bore — shown at the far left of this simulation — will be built north of the existing three tunnels.





sidio Parkway, will receive \$46 million in funds for this new, seismically safe approach to the Golden Gate Bridge in San Francisco.

A \$30 million grant was awarded to the California Green Trade Corridor/Marine Highway project, an integrated approach to improving goods movement be-

tween the Port of Oakland and the Central Valley. The ports of Oakland, West Sacramento and Stockton have formed a partnership to provide freight service via barge — as an alternative to existing truck and rail infrastructure — primarily for consumer goods moving by ocean vessel and agricultural products grown in Central California.



Photo: © Florence Low

House Speaker Nancy Pelosi at the Doyle Drive/Presidio Parkway groundbreaking ceremony in October 2009



Image: San Francisco County Transportation Authority

The new Presidio Parkway (as shown in this simulation) is designed to provide a safer roadway, improve access to the Presidio and include the unique features of a parkway, rather than a freeway.

### Comparison of Formula Funding in ARRA and H.R. 2847 As of February 19, 2010

(in millions of \$)			ARRA		H.R. 2847		Difference for Bay Area	SENATE		Difference for Bay Area
	National	Bay Area	National	Bay Area	National	Bay Area				
REGIONAL FORMULA FUNDING										
Federal Highway Funds (Surface Transportation Program)	\$27,500	\$321	\$27,500	\$321*	—	—	—	—		
Fixed Guideway Program (FTA 5309)	\$750	\$52	\$1,750	\$139	\$87	—	—	—		
Transit Capital Assistance (FTA 5307)	\$6,800	\$289	\$6,050	\$257	\$(32)	—	—	—		
Total	\$35,050	\$662	\$35,300	\$717	\$55	—	—	—		

\* This amount assumes enactment of state legislation to suballocate 62.5 percent of the state's highway funds to metropolitan planning agencies, consistent with the state's ARRA implementing legislation, ABX3 20 (Bass), Chapter 20, Statutes of 2009.



## A NEW BEGINNING: RENEW AND REFORM THE NATION'S SURFACE TRANSPORTATION PROGRAM

The authorization of the nation's transportation program gives Congress an opportunity to address America's greatest concerns: the economy and jobs, national security, energy policy and climate change.

We urge Congress to steer the nation in a new direction by adopting a visionary, multiyear surface transportation act worthy of our nation's key goals for the 21st century. We need to move quickly beyond the current stopgap extensions and begin a new chapter in our nation's transportation policy.

### A Performance-Based Approach

We recommend the new federal program establish a national vision, focus on key national interests and include performance objectives. Much of this work has already been done by the National Surface Transportation Policy and Revenue Study Commission, which recommends the following key goals:

- Facilities are well maintained
- Mobility within and between metropolitan areas is reliable
- Transportation systems are appropriately priced
- Traffic volumes are balanced among roads, rail and public transit
- Freight movement is an economic priority
- Safety is assured
- Transportation and resource impacts are integrated
- Travel options are plentiful
- Rational regulatory policies prevail

### Align Funding Programs With Core National Priorities

Funding programs and policies in the bill must be reformed to support national objectives. The existing 108 funding pots should be consolidated to focus on four national priorities:

- Asset Preservation
- Metropolitan Mobility
- Goods Movement
- Environmental Sustainability and Livability

### Retain a "Pay-as-You-Go," User-Fee Financed Program

Most importantly, the federal transportation program must remain user-fee financed, embracing the "pay-as-you-go" approach to responsible governance that has characterized the federal highway program since its inception in 1956. Only a user-fee financed program — with funding guarantees and firewalls that separate it from the rest of the federal budget — can provide the reliable and robust level of funding required.

A fuel tax increase, indexed to keep pace with inflation, remains the most practical and viable transportation user fee for the next decade. It will also help achieve other critical goals related to national security, traffic congestion relief and climate change.

To supplement federal, state and local funds, Congress should broadly authorize the use of tolling and public-private partnerships by state, regional and local governments and lift current restrictions on the use of such revenue.





Photo: ©2002 SuperStock



“OUR UNITY AS A NATION IS SUSTAINED BY FREE COMMUNICATION OF THOUGHT AND BY EASY TRANSPORTATION OF PEOPLE AND GOODS... TOGETHER THE UNIFYING FORCES OF OUR COMMUNICATION AND TRANSPORTATION SYSTEMS ARE DYNAMIC ELEMENTS IN THE VERY NAME WE BEAR — UNITED STATES. WITHOUT THEM, WE WOULD BE A MERE ALLIANCE OF MANY SEPARATE PARTS.”

— DWIGHT D. EISENHOWER

“THE PROCESS OF THE CONSTRUCTIVE REBUILDING OF AMERICA CANNOT BE DONE IN A DAY OR A YEAR.”

— FRANKLIN D. ROOSEVELT



Photo: FPG/Hulton Archive/Getty Images

Photo: Chris Kleponis/AFP/Getty Images



“WE CAN PUT AMERICANS TO WORK TODAY BUILDING THE INFRASTRUCTURE OF TOMORROW. FROM THE FIRST RAILROADS TO THE INTERSTATE HIGHWAY SYSTEM, OUR NATION HAS ALWAYS BEEN BUILT TO COMPETE. THERE'S NO REASON EUROPE OR CHINA SHOULD HAVE THE FASTEST TRAINS, OR THE NEW FACTORIES THAT MANUFACTURE CLEAN ENERGY PRODUCTS.”

— BARACK OBAMA  
2010 STATE OF THE UNION ADDRESS



## REBUILDING AMERICA: A STATE OF GOOD REPAIR

As a nation, we have invested trillions of dollars in building an intricate network of roads, railroads, transit systems, seaports and airports that collectively constitute our national transportation system.

It is essential to our national economic and security interest that we not squander this legacy. Yet we have allowed our infrastructure to deteriorate and, in some cases, crumble.

Reversing this trend needs to be a major objective of the next transportation bill. While the federal government should not be expected to solve this problem on its own, it must play an appropriate role to protect the national interest and investment.



Photo: Paul Chinn, San Francisco Chronicle

ARRA funds helped advance the \$1 billion Doyle Drive replacement project, which will improve seismic, structural and traffic safety on the southern approach to the Golden Gate Bridge.

### American Society of Civil Engineers 2009 Report Card

#### **Roads: D-**

Americans spend 4.2 billion hours a year stuck in traffic at a cost to the economy of \$78.2 billion, or \$710 per motorist. Poor road conditions cost 14,000 Americans their lives, and cost motorists \$67 billion a year in repairs and operating costs. One-third of America's major roads are in poor or mediocre condition and 36 percent of major urban highways are congested. The current spending level of \$70.3 billion per year for highway capital improvements is well below the estimated \$186 billion needed annually to substantially improve the nation's highways.

#### **Bridges: C**

More than 26 percent, or one in four, of the nation's bridges are either structurally deficient or functionally obsolete. While some progress has been made in recent years to reduce the number of deficient and obsolete bridges in rural areas, the number in urban areas is rising. A \$17 billion annual investment is needed to substantially improve current bridge conditions. Currently, only \$10.5 billion is spent annually on the construction and maintenance of bridges.

#### **Transit: D**

Transit use increased 25 percent between 1995 and 2005, faster than any other mode of transportation. However, nearly half of American households do not have access to bus or rail transit, and only 25 percent have what they consider to be a "good option." The Federal Transit Administration estimates \$15.8 billion is needed annually to maintain conditions and \$21.6 billion annually is needed to improve conditions. In 2008, federal capital outlays for transit amounted to only \$9.8 billion.

#### **Rail: C-**

A freight train is three times as fuel efficient as a truck, and traveling via passenger rail uses 20 percent less energy per mile than traveling by car. However, growth and changes in demand patterns create bottlenecks that are already constraining traffic in critical areas. Freight and passenger rail generally share the same network, and a significant potential increase in passenger rail demand will add to the freight railroad capacity challenges. More than \$200 billion is needed through 2035 to accommodate anticipated growth.





## Funding Shortfalls in the San Francisco Bay Area's Transportation 2035 Plan

(in billions of year-of-expenditure \$)

Maintenance	Total Need	Expected Funding Available	Shortfall
Local Streets and Roads	\$34.5	\$23.3	\$11.2
Transit Capital Replacement	\$40.3	\$24.2	\$16.1
State Highway Maintenance	\$17.0	\$4.0	\$13.0
<b>TOTAL</b>	<b>\$91.8</b>	<b>\$51.5</b>	<b>\$40.3</b>

In the Bay Area, where two-thirds of our transportation funding is generated locally and regionally, we face a \$40 billion shortfall over the next 25 years for transit capital replacement and roadway maintenance, as shown in the table above.

How big is the need nationwide? According to U.S. Department of Transportation (DOT) data, \$79 billion per year would be needed just to preserve the highway system in its current condition, while more than \$132 billion would need to be spent to improve conditions, over three times the current funding levels.

According to a 2009 study by the American Association of State Highway and Transportation Officials, one-third of the nation's major highways, including Interstates, freeways and major roads, are in poor or mediocre condition. This makes for not just an unpleasant, and in some cases, unsafe ride for motorists; it also adds an estimated \$750 a year to the cost of operating a vehicle for motorists in urban areas, where roads are in the worst condition.

The national commitment to maintain our transportation system in a state of good repair should have the following key elements:

- It should be performance-driven, cost-effective and multimodal.
- Funding levels should be based on an assessment by the DOT to determine critical system needs.
- The federal government should be responsible for up to 80 percent of the cost.

### How to Get There From Here

- As a starting point, the bill should mandate that DOT conduct a comprehensive assessment for bringing our federally significant transportation infrastructure into a state of good repair.
- In the interim period before the study is completed, funds should be allocated to states using traditional highway formulas, with a requirement that states devote a minimum level of funds to restoring the transportation system to a state of good repair.

For transit, DOT estimates that an investment of almost \$16 billion per year is needed to maintain current conditions, while \$22 billion is needed to expand and improve performance.



## A METROPOLITAN MOBILITY AGENDA

Congress should create a Metro Mobility Program that:

- Provides direct-funding allocation to major metro areas with a population of 1 million or more.
- Establishes flexible project eligibility to assure that the regional planning process, rather than stovepipe fund sources, dictates the types of projects selected.
- Provides accountability through performance objectives consistent with national goals for congestion relief, access to transit, air quality and climate change, to name a few.
- Requires the same local match and project screening requirements regardless of the type of project.

### How to Get There From Here

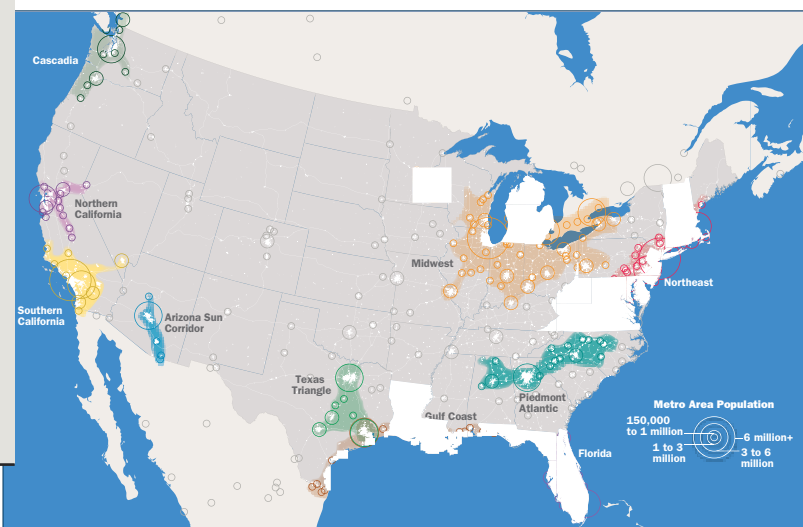
- Fund a national Metro Mobility Program by redirecting revenues that are now allocated to the Congestion Mitigation and Air Quality (CMAQ) Program and the Surface Transportation Program (STP), as well as any proposed growth in the Federal Transit Administration's formula programs above the current funding levels.
- Funds should flow to a single metropolitan planning organization in each metropolitan region.

**We urge Congress to significantly strengthen the federal partnership with the American people by boosting transportation funding to the areas where most of us live, work and get stuck in traffic congestion — the metropolitan regions of America.**

Investment in America's metropolitan areas focuses scarce resources on the key drivers of prosperity, given the high concentration of population, high-value jobs, educated workers and institutions of higher learning. Simply put, a dollar invested to improve the efficiency of the transportation network in metropolitan areas generates substantially greater benefits than one invested elsewhere.

A Metro Mobility Program would break out of the modally based funding programs that dominate the federal program today, and instead allow metro areas to determine for themselves the best use of funds, whether it be for transit, highway, freight, or bicycle and pedestrian improvements.

### Emerging Mega-Regions Across The United States



Source: Regional Plan Association





A Metro Mobility Program would help urban areas deploy intelligent transportation systems to maximize the performance of existing streets, highways and transit networks, reducing the need for new large-scale capital investments. These cost-effective innovations include proven techniques such as freeway ramp metering, signal timing coordination, real-time traveler information services and incident detection tools.

Congress can assure that Metro Mobility funds are invested wisely and in support of national goals by holding metro areas accountable for meeting specific performance objectives.

## Metros Drive the Economy

	Metro Areas >1 Million
1 Share of U.S. Population	65%
2 Share of Jobs	68%
3 Gross Domestic Product	75%
4 Share of Land Area	12%
5 Share of Traffic Congestion	97%
6 Share of Transit Passenger Miles	95%

Source: "Blueprint for American Prosperity," The Brookings Institution, 2007

## Metro Mobility at Work in the Bay Area

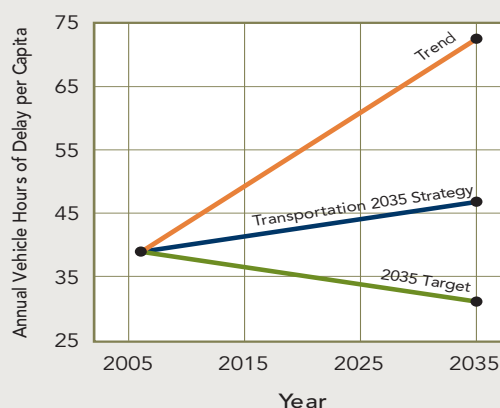
MTC set bold performance targets in our latest regional transportation plan, *Transportation 2035: Change in Motion*, adopted in March 2009. The approach offers a real-life example of what a Metro Mobility Program could achieve nationwide.

- Reduce freeway congestion to 20 percent below 2006 levels
- Reduce carbon dioxide emissions to 40 percent below 1990 levels
- Reduce transit vehicle maintenance costs by investing in new rail cars and buses.

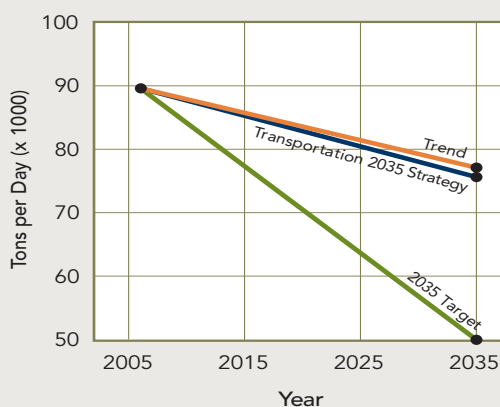
MTC planners evaluated a variety of investment strategies to determine the package that best approached the performance targets, as shown in the charts at right. While in some cases, the analysis underscored the need for additional funding, in the case of carbon dioxide emissions, money alone will not solve the problem. Without major policy and technological changes, it will be challenging to achieve the transportation sector carbon dioxide reductions that are widely viewed as necessary.

## Bay Area Investment Objectives

### Vehicle Hours of Delay



### Carbon Dioxide (CO<sub>2</sub>) Emissions





## A METROPOLITAN MOBILITY AGENDA

### Metro Mobility at Work in the Bay Area (continued)

#### Fix It First

Given the daunting maintenance backlogs and the sizable operating costs for the Bay Area's current transportation system, the plan invests 80 percent of available funds in maintaining and operating that system.

#### Strategic Expansion

With the region's population projected to grow by 26 percent and jobs by 50 percent over the next 25 years, the Bay Area is also embarking on three bold investment strategies that leverage technology, complementary land-use policies and pricing to yield substantial bang for the buck.

#### 1. The Next Generation of Transit

The *Transportation 2035 Plan* continues the region's long-standing commitment to public transit through an investment of 65 percent of anticipated funds in transit maintenance, operations and a Regional Transit Expansion Program. When fully implemented, the program will provide:

- 140 new route miles of rail
- Expanded express bus service
- New ferry service
- New transit hubs in San Francisco and San Jose

A smart growth policy requiring zoning in support of minimum levels of housing units in proximity to the new transit service promotes vibrant communities and ridership along the expanded transit corridors.



Image: SFMTA

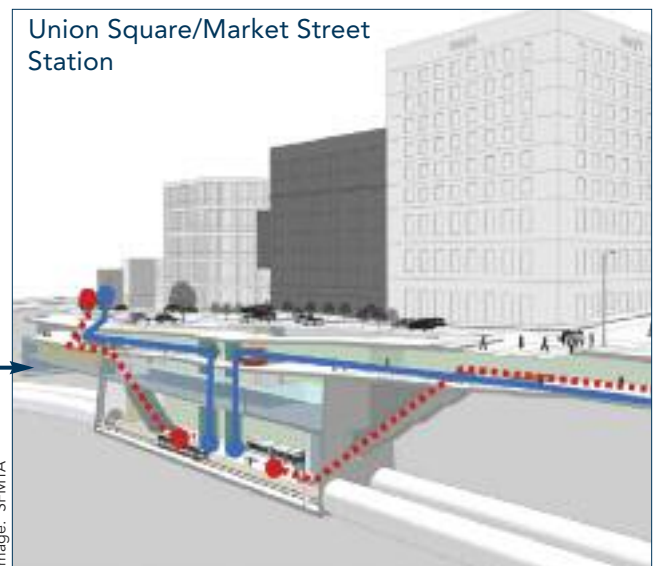


Image: SFMTA

The San Francisco Municipal Transportation Agency's Central Subway project will extend light-rail transit through one of the most congested corridors in the city.





## 2. Freeway Performance Initiative

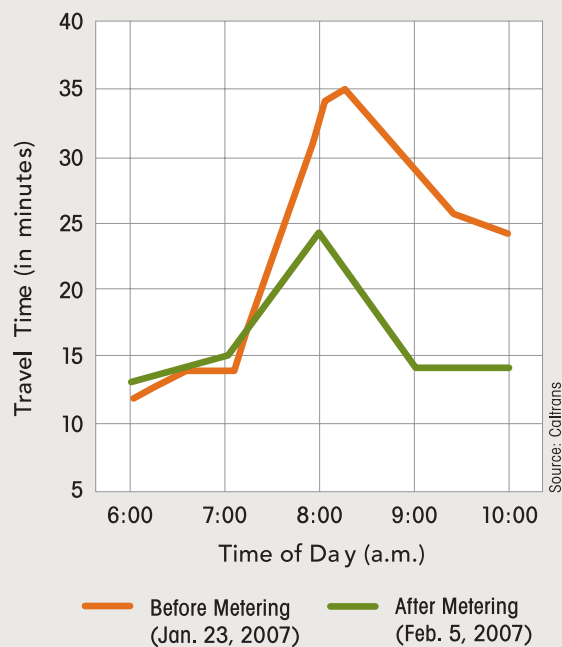
The Freeway Performance Initiative is a \$1.6 billion effort to reduce congestion and improve safety on the Bay Area's freeways. The initiative will fund projects such as detection technology, ramp metering and fast-response tow trucks, a highly cost-effective way to reduce regular daily traffic and backups caused by accidents.

### Traffic Management Reduces Congestion

#### Travel Time Comparison

#### Before and After Ramp Metering

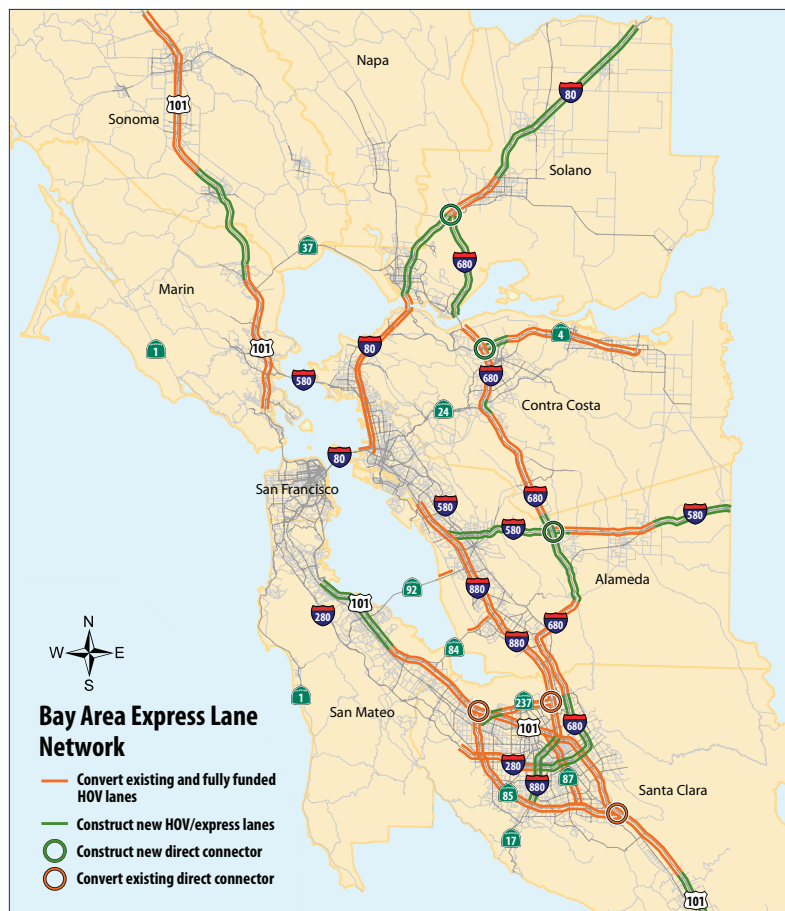
Southbound U.S. 101 from 3rd Avenue to south of the San Mateo/Santa Clara county line



## 3. Bay Area Express Lane Network

Express lanes, also referred to as high-occupancy toll or HOT lanes, are carpool lanes with a twist. Buses and carpools use the lanes free of charge, but solo drivers also are allowed to use available capacity — for a price. The plan proposes an 800-mile regional express lane network as a highly effective way to improve express bus service, reduce emissions and squeeze the most capacity from our highways.

By generating new revenue through tolls, a regional express lane network will allow the carpool lane network to be completed decades earlier than with existing revenue streams.





## FAST FREIGHT: A NATIONAL GOODS-MOVEMENT STRATEGY

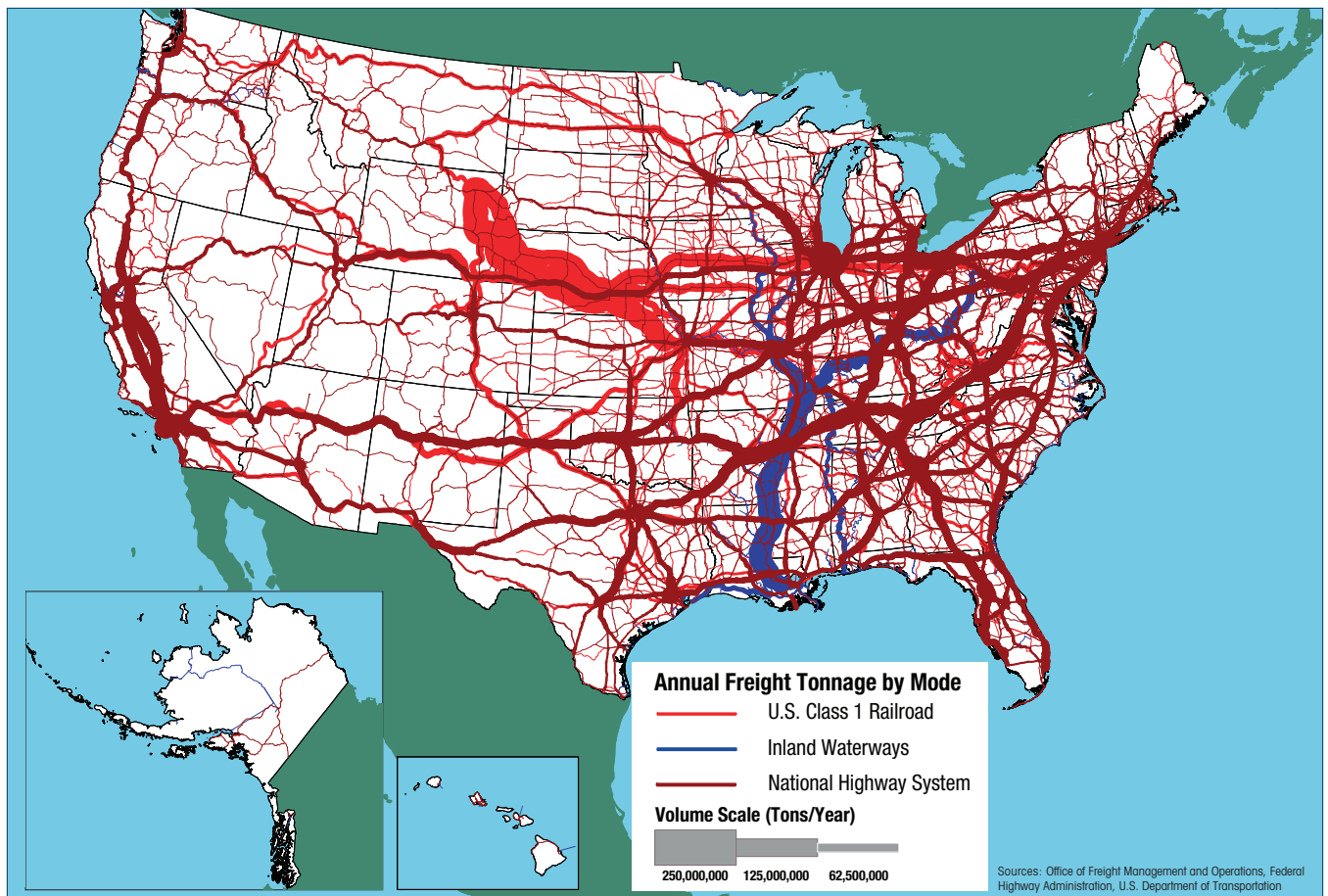
Interstate commerce has long been a focus of national transportation policy, beginning with the construction of canals, the transcontinental railroad, and a century later, the Interstate Highway System. A critical goal of these endeavors was providing an efficient method to facilitate the trade that drives our nation's economy.

Yet in the last half-century, federal investment that supports the flow of goods and services has greatly diminished. With international trade projected to

play an increasingly significant role in the economy, Congress should reverse this trend by creating a new Fast Freight goods-movement program.

President Obama recently set a goal of doubling U.S. exports in the next five years. With an 18 percent increase in the last quarter of 2009, exports offer great promise. Given the importance of trade to our national economy, we need Congress' help to ensure that West Coast ports and goods-movement corridors can rise to this challenge and meet the projected volumes of trade.

### Tonnage on Highways, Railroads And Inland Waterways, 2002







In Northern California, the focus of trade activity is the Port of Oakland, the nation's fourth-busiest container seaport and a critical California export port.

The Port of Oakland has weathered the current economic downturn much better than other major California ports. While exports from the ports of Los Angeles and Long Beach dropped 9 percent and 23 percent respectively, Oakland's exports actually rose 6 percent during 2009.

Due to major investments in expanded capacity, improved rail connectivity and specialty cranes capable of unloading some of the world's largest container ships, the Port of Oakland is now handling almost 50 percent more volume compared to seven years ago. To accommodate future demand for international trade and assure efficient delivery of goods throughout the nation, additional federal investment is required.

### A new national Fast Freight Program should:

- Create a dedicated freight movement program with user fees, such as a new container fee or existing custom duties.
- Focus on implementing highway, rail and other improvements that eliminate choke points and increase throughput in the nation's primary goods-movement corridors.
- Allow freight railroad improvements to be funded where the national benefits are substantial enough to warrant public funding.
- Recognize that some states have made a substantial investment of their own funds in nationally significant goods-movement projects and support their investments by granting them priority for federal funding to bridge the gap between needs and local resources.

### How to Get There From Here

- Require that the DOT produce a National Freight Transportation Plan with a focus on investments needed to serve the nation's economic growth.
- Establish a new user fee or redirect existing custom duties to fund the projects identified in the plan.
- Broaden eligibility requirements for competitive surface transportation programs to allow goods movement projects to compete for funding.



## A SUSTAINABLE TRANSPORTATION SYSTEM

**“WHEN IT COMES TO DEVELOPMENT, IT’S TIME TO THROW OUT THE OLD POLICIES THAT ENCOURAGED SPRAWL, CONGESTION AND POLLUTION, AND ENDED UP ISOLATING OUR COMMUNITIES IN THE PROCESS. WE NEED STRATEGIES THAT ENCOURAGE SMART DEVELOPMENT LINKED TO QUALITY TRANSPORTATION, AND THAT BRING OUR COMMUNITIES TOGETHER... WHEN IT COMES TO DEVELOPMENT — HOUSING, ENERGY AND TRANSPORTATION POLICY GO HAND IN HAND.”**

Photo: Chris Kleponis/AFP/Getty Images



— PRESIDENT BARACK OBAMA, JANUARY 21, 2010

The Obama administration’s Sustainable Communities Initiative brings together the Department of Transportation, the Environmental Protection Agency and the Housing and Urban Development Department under one roof to focus on improving livability. Integrating housing and transportation policy makes sense on many levels, especially in our efforts to address climate change.

With transportation contributing roughly 30 percent of the nation’s greenhouse gas emissions — and 40 percent of the Bay Area’s — this sector will have to play a key role in reducing our nation’s carbon footprint. In 2008, California enacted Senate Bill 375 (Steinberg), requiring metropolitan planning organi-

zations to incorporate greenhouse gas reduction strategies into their transportation investment plans.

The benefits from such policies extend far beyond climate change, including:

- More efficient use of the existing transportation system and natural resources
- Improved public health resulting from higher rates of walking and bicycling
- More vibrant communities, stimulating economic development

### Support Focused Growth

Because where we live and work greatly affects how we travel, federal policy should support transit-oriented, mixed-use development as a key tool in addressing climate change and improving a community’s overall livability. People who both live and work within a half-mile of a rail station or ferry terminal are 10 times as likely to commute by transit as those who live and work at greater distances, as shown in the chart at right. MTC’s transit-oriented development policy builds on this research by establishing mini-



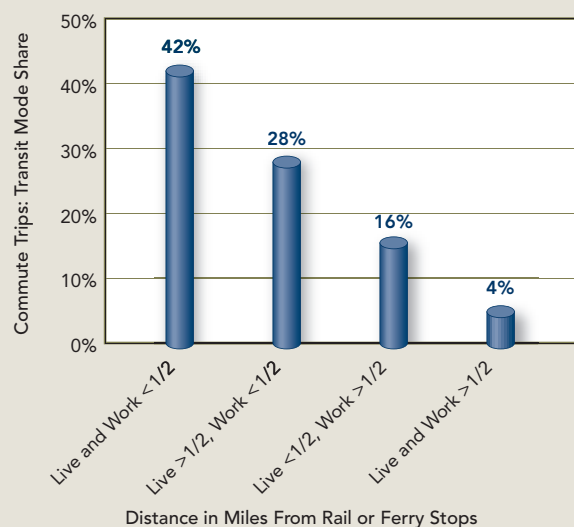
Photo: Peter Beeler

All around the Bay Area, transit villages are being developed that provide housing, jobs, retail and community services in vibrant walkable communities close to transit.





### Use of Transit for Commute Trips, by Proximity to Rail or Ferry Stops



Source: Characteristics of Rail and Ferry Station Area Residents in the San Francisco Bay Area, MTC, 2006

minimum housing density requirements along transit corridors as a condition of receiving transit expansion funds. The federal government should adopt similar criteria for its transit expansion funds to maximize ridership and assure successful projects.

### Encourage Bicycling and Walking

Each day, Bay Area residents use their bicycles and feet to take over 3 million trips. MTC's *Transportation 2035 Plan* commits \$1 billion to help finance a 2,100-mile regional bicycle network. In addition, the plan will invest roughly \$1.6 billion in projects that improve pedestrian access to housing and transit.

The next federal transportation act must support nonmotorized transportation by providing additional funding to improve bicycle and pedestrian infrastructure and establishing performance measures to encourage greater investment in these low-cost and healthy modes of travel.

### A Sustainable Transportation Program should:

- Ensure that future transportation investments help, rather than hinder, efforts to conserve natural resources, reduce vehicular emissions and reduce American dependence on foreign oil.
- Increase funding levels for public transit and non-motorized transportation.
- Reduce greenhouse gas emissions from transportation.

### How to Get There From Here

- Integrate land use into the transportation planning process by requiring scenario-based planning and performance targets to achieve greater transportation choices and reduce greenhouse gas emissions.
- Increase metropolitan planning funding to support the development of alternative growth scenarios and sustainable transportation plans at the local and regional level.
- Support complementary policies that encourage the use of alternate modes, while also generating revenue to support them, such as congestion pricing, parking pricing and cap-and-trade.



## PAYING THE BILL: THERE IS NO FREE RIDE

**New revenues are needed to restore the transportation system to a state of good repair, improve metropolitan mobility and goods movement, and create a sustainable transportation system.**

User-fee financing is critical in providing predictable and guaranteed transportation investment funding for long-term planning and efficient project delivery.

According to the National Surface Transportation Policy and Revenue Study Commission, achieving these goals will require at least \$225 billion annually from all sources for the next 50 years. We are spending less than 40 percent of this amount today.

### America's Annual Funding Gap

	Range through 2020	
	In billions of 2007 \$	In cents per gallon
Highway	\$ 139 – \$172	71 – 88 cents
Transit	\$8 – \$19	4 – 10 cents
Freight Rail	\$1 – \$3	1 – 2 cents
Passenger Rail	\$ 6	3 cents
<b>All Modes</b>	<b>\$155 – \$200</b>	<b>\$1.02</b>

Source: National Surface Transportation Policy and Revenue Study Commission

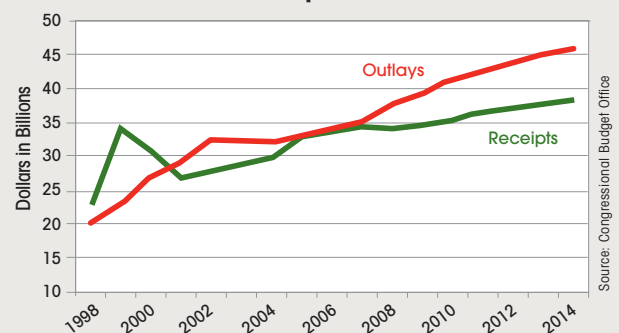
A sustained, multiyear gasoline and diesel fuel excise tax increase is the first step. We recommend an amount equal to 10 cents per year, for the next four years, as the minimum needed. A user fee also should be established to support the new Fast Freight Program.

### Fuel Tax Expected to Remain Viable Through 2025

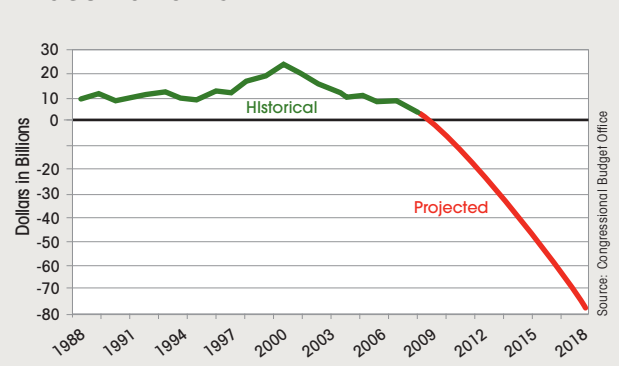
The Transportation Research Board recently concluded that the fuel tax remains viable as the cornerstone of the nation's transportation finance system. At the same time, the next surface transportation act needs to fully investigate and fund the development of a national transition to a mileage-based user-fee system, also referred to as a vehicle-miles-traveled (VMT) fee.

The federal fuel tax has not been raised since 1993 and has lost over 35 percent of its purchasing power since that time. With the Highway Trust Fund balances now hovering at or near zero, the free ride is over.

### Highway Trust Fund Tax Collections vs. Expenditures



### End of Year Balances in Highway Trust Fund Tax





**“THE FULL WEIGHT OF THE CHAMBER WILL COME BEHIND AN EFFORT TO INCREASE USER FEES TO PROVIDE THE REVENUE OUR TRANSPORTATION INFRASTRUCTURE BADLY NEEDS, IF CONGRESS CAN DEVELOP LEGISLATION THAT REALISTICALLY ACHIEVES THE FOLLOWING:**



- **A REFINED FEDERAL ROLE, ORIENTED TO ACHIEVE NATIONAL INTERESTS.**
- **SIGNIFICANT PROGRAM REFORM EMPHASIZING PERFORMANCE MANAGEMENT AND ACCOUNTABILITY TO ENSURE THAT COSTS ARE MINIMIZED AND BENEFITS ARE MAXIMIZED.**
- **IMPROVEMENT IN THE INTEGRITY OF USER FEES BY LIMITING EARMARKS AND NON-TRANSPORTATION SPENDING.**
- **NEW OPPORTUNITIES TO ACCESS PRIVATE SECTOR FUNDING SOURCES.**
- **THE ESTABLISHMENT OF A ROAD MAP FOR A SUSTAINABLE REVENUE MODEL.”**

**— THOMAS J. DONOHUE  
U.S. CHAMBER OF COMMERCE**

**JANUARY 22, 2009 TESTIMONY BEFORE THE HOUSE  
TRANSPORTATION AND INFRASTRUCTURE COMMITTEE**

We strongly support the principle of user financing that has been at the core of the nation’s transportation funding system since its inception.

### **How to Get There From Here**

Policy changes will not be enough to produce the transportation system the nation needs in the 21st century. Significant increases in existing taxes and new user fees will be needed as well.

- A fuel tax increase of 10 cents per gallon per year for the next four years will be needed to make solvent the Highway Trust Fund and to achieve the basic goals of a national transportation system.
- The fuel tax and other excise taxes should be indexed to offset inflation.
- A new national freight program will require the implementation of a dedicated portion of customs duties or a new fee, such as a container fee.



Photo: © Jason Todd/Getty Images

An excise tax increase on motor vehicle fuels is the most fiscally responsible way to generate the funding needed to restore and enhance our nation’s transportation infrastructure.





Under the leadership of California Governor Arnold Schwarzenegger, the Business, Transportation and Housing Agency, and the California Department of Transportation, stakeholders from across California have united on a basic set of principles that we ask our California's delegation in Washington, D.C. to adopt in the upcoming debate on the future of this nation's transportation policies.

## **1. Ensure the financial integrity of the Highway and Transit Trust Funds.**

The financial integrity of the transportation trust fund is at a crossroads. Current user fees are not keeping pace with needs or even the authorized levels in current law. In the long term, the per-gallon fees now charged on current fuels will not provide the revenue or stability needed, especially as new fuels enter the marketplace. This authorization will need to stabilize the existing revenue system and prepare the way for the transition to new methods of funding the nation's transportation infrastructure.

- Maintain the basic principle of a user-based, pay-as-you-go system.
- Continue the budgetary protections for the Highway Trust Fund and General Fund supplementation of the Mass Transportation Account.
- Assure a federal funding commitment that supports a program size based on an objective analysis of national needs, which will likely require additional revenue.
- Diversify and augment trust fund resources, authorize states to implement innovative funding mechanisms such as tolling, variable pricing, carbon offset banks, freight user fees, and alternatives to the per-gallon gasoline tax that are accepted by the public and fully dedicated to transportation.
- Minimize the number and the dollar amount of earmarks, reserving them only for those projects in approved transportation plans and programs.

## **2. Rebuild and maintain transportation infrastructure in a good state of repair.**

Conditions on California's surface transportation systems are deteriorating while demand is increasing. This is adversely affecting the operational efficiency of the State's key transportation assets, hindering mobility, commerce, quality of life, and the environment.

- Give top priority to preservation and maintenance of the existing system of roads, highways, bridges, and transit.
- Continue the historic needs-based nature of the federal transit capital replacement programs.

## **3. Establish goods movement as a national economic priority.**

Interstate commerce is the historic cornerstone defining the federal role in transportation. The efficient movement of goods across state and international boundaries increases the nation's ability to remain globally competitive and generate jobs.

- Create a new federal program and funding sources dedicated to relieving growing congestion at America's global gateways that are now acting as trade barriers and creating environmental hot spots.
- Ensure state and local flexibility in project selection.
- Recognize that some states have made a substantial investment of their own funds in nationally significant goods movement projects and support their investments by granting them priority for federal funding to bridge the gap between needs and local resources.
- Include adequate funding to mitigate the environmental and community impacts associated with goods movement.



# Leadership in Mobility



## **4. Enhance mobility through congestion relief within and between metropolitan areas.**

California is home to six of the 25 most congested metropolitan areas in the nation. These mega-regions represent a large majority of the population affected by travel delay and exposure to air pollutants.

- Increase funding for enhanced capacity for all modes aimed at reducing congestion and promoting mobility in and between the most congested areas.
- Provide increased state flexibility to implement performance-based infrastructure projects and public-private partnerships, including interstate tolling and innovative finance programs.
- Consolidate federal programs by combining existing programs using needs, performance-based, and air quality criteria.
- Expand project eligibility within programs and increase flexibility among programs.

## **5. Strengthen the federal commitment to safety and security, particularly with respect to rural roads and access.**

California recognizes that traffic safety involves saving lives, reducing injuries, and optimizing the uninterrupted flow of traffic on the State's roadways. California has completed a comprehensive Strategic Highway Safety Plan.

- Increase funding for safety projects aimed at reducing fatalities, especially on the secondary highway system where fatality rates are the highest.
- Support behavioral safety programs – speed, occupant restraint, driving under the influence of alcohol or drugs, and road sharing – through enforcement and education.
- Address licensing, driver improvement, and adjudication issues and their impact on traffic safety.
- Assess and integrate emerging traffic safety technologies, including improved data collection systems.
- Fund a national program to provide security on the nation's transportation systems, including public transit.

## **6. Strengthen comprehensive environmental stewardship.**

Environmental mitigation is part of every transportation project and program. The federal role is to provide the tools that will help mitigate future impacts and to cope with changes to the environment.

- Integrate consideration of climate change and joint land use transportation linkages into the planning process.
- Provide funding for planning and implementation of measures that have the potential to reduce emissions and improve health such as new vehicle technologies, alternative fuels, clean transit vehicles, transit-oriented development and increased transit usage, ride-sharing, and bicycle and pedestrian travel.
- Provide funding to mitigate the air, water, and other environmental impacts of transportation projects.

## **7. Streamline project delivery.**

Extended processing time for environmental clearances, federal permits, and reviews adds to the cost of projects. Given constrained resources, it is critical that these clearances and reviews be kept to the minimum possible, consistent with good stewardship of natural resources.

- Increase opportunities for state stewardship through delegation programs for the National Environmental Policy Act, air quality conformity, and transit projects.
- Increase state flexibility for using at-risk design and design-build.
- Ensure that federal project oversight is commensurate to the amount of federal funding.
- Require federal permitting agencies to engage actively and collaboratively in project development and approval.
- Integrate planning, project development, review, permitting, and environmental processes to reduce delay.





## HIGH-SPEED RAIL PICKS UP SPEED: SAN FRANCISCO/SILICON VALLEY CORRIDOR INVESTMENT STRATEGY

After more than a decade of planning, California's high-speed rail system is rapidly gaining momentum, propelled by an infusion of both state and federal funding. California received \$2.3 billion of the \$8 billion set aside in the American Recovery and Reinvestment Act (ARRA), including \$400 million for the Transbay Transit Center.



Image: NC3D

The new Transbay Transit Center in San Francisco will feature rooftop gardens.

### A Regional Strategy

In response to the potential for substantial new federal funding for rail projects, MTC coordinated with the Transbay Joint Powers Authority, the Caltrain Joint Powers Board, the city and county of San Francisco, the San Francisco County Transportation Authority, the city of San Jose and the Santa Clara Valley Transportation Authority to develop the San Francisco/Silicon Valley Corridor Investment Strategy for High-Speed Rail. The strategy includes \$1.9 billion in federal funds, leveraging \$1.5 billion in state and local funds already committed to the projects. The region's ultimate share of the \$2.3 billion from ARRA is unknown, but this plan serves as the basis for the region's advocacy for future high-speed rail funds.

### A Two-Phased Approach

The region's strategy for achieving this vision calls for implementing a package of transportation capital projects in two phases. Phase I includes transportation projects that will improve regional high-speed rail service between San Francisco's Transbay Transit Center and San Jose's Diridon Station by 2016 and enable state high-speed rail service to operate in the same corridor. These projects have or are expecting National Environmental Policy Act (NEPA) clearance, can proceed into final design and construction, and are projected to be completed and in service by 2016.

Key Phase I projects include:

- Construction of the underground level train station for the Transbay Transit Center in San Francisco





- Improvements to Caltrain stations and development of the new Diridon Station in downtown San Jose
- Implementation of positive train control on Caltrain
- Electrification of Caltrain
- San Bruno grade separations

Phase II includes infrastructure upgrades to accommodate both Caltrain and high-speed rail on the same corridor, such as new tunnels, bridges, tracks and signals. Their cost and schedule will be known in 2011 after the California High Speed Rail Authority completes its project-level environmental document.

## CALIFORNIA HIGH-SPEED RAIL

### San Francisco/Silicon Valley Corridor Investment Strategy Phase I Federal Funding Request



Image: NC3D

Transit-oriented developments are planned near the Diridon Station in San Jose.

### Support Interconnected Livable Communities and a Healthy Urban Core

This package of rail improvements will transform the San Francisco Bay Area's landscape by bringing to fruition two landmark multimodal rail stations, one at either end of the San Francisco/Silicon Valley Corridor. These San Francisco and San Jose stations are destined to be stunning additions to the landscape as well as major magnets for transit-oriented development.



## NEW EAST SPAN MARKS CONSTRUCTION MILESTONES



Photo: Bill Hall, Courtesy of Caltrans

The first deck sections of the new East Span passing under the Golden Gate Bridge.

**A major milestone for the San Francisco-Oakland Bay Bridge East Span replacement project was achieved in January 2010 when the first steel deck sections for the signature self-anchored suspension span arrived in San Francisco Bay from Shanghai, China.**

These eight segments are now being placed on barges at Oakland's Pier 7, and lifted into place above the waters east of Yerba Buena Island. With several more voyages — carrying additional deck sections as well as segments of the iconic 525-foot-tall tower — scheduled in the coming months, 2010 will be the year Bay Area residents see the new bridge taking shape.

### A Global Enterprise

While U.S. fabrication plants account for the bulk of the steel to be used in the new East Span, the project is truly a global enterprise. Major components are being designed or manufactured in 11 U.S. states and seven different countries. California fabrication sites include Antioch, Campbell, Fairfield, Fontana,

Huntington Beach, Lathrop, Livermore, Napa, San Francisco, Stockton and Vallejo.

### Planned Labor Day Closure Revealed An Aging Bridge

Critical Bay Bridge projects successfully completed in 2009 included the carefully choreographed Labor Day weekend operation to roll out a 350-foot-long section of the original 1936 bridge and then slide in a 3,600-ton replacement, allowing traffic to shift onto a half-mile bypass structure that will be in place until the new East Span opens.

A structural inspection elsewhere on the span timed to take advantage of the four-day bridge closure revealed the failure of a structure-critical steel "eyebars" segment. Engineers designed and installed a patch in time to reopen the bridge the morning after Labor Day, but the repair proved short-lived. A five-day closure of the bridge in October was necessary for emergency repairs, and a permanent fix — designed to last until traffic is shifted to the new east span in 2013 — was completed in late December.



Photo: Noah Berger

Working 150 feet above the ground, construction crews slide the new detour section into place.





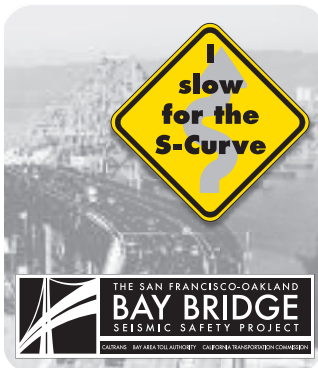
## Public Transit and 511 Mitigate Gridlock During Bridge Closure

These closures demonstrated the usefulness of the region's 511 traveler information system. The 511 website received five times its normal hits on the first day of the emergency closure as Bay Area travelers logged on for the latest status of the repair work and for help finding commute alternatives.

Transit systems serving the Bay Bridge corridor also saw dramatic increases in usage during the closure, especially BART, where ridership between San Francisco and Oakland jumped 60 percent during the morning commute, resulting in a systemwide daily ridership record of 437,000 on October 29, 2009.

## Slow Down for the S-Curve

Following a pair of high-profile truck speeding accidents at a curve in the bypass structure, the California Highway Patrol (CHP) beefed up enforcement on the bridge while Caltrans installed warning signs (including electronic radar speed indicators) and added solid rumble strips.



These efforts reduced the number of reported accidents on the bypass section from an average of seven per week to just two per week, and resulted in 728 speeding citations, 76 commercial citations and 41 DUI arrests over 25 days between mid-November and early December 2009.



Photo: EarthCam, BATA

The "S-curve" has proven a challenge to motorists adjusting to new speed limits.

While Caltrans and CHP were the principal agencies responding to the S-curve challenge, MTC, in its role as the Bay Area Toll Authority, reached out to the California Trucking Association to assist in the development of informational materials for truckers and produced 500,000 "I Slow for the S-Curve" decals for distribution to motorists at the Bay Bridge Toll Plaza.





## THE BAY AREA STEPS UP FOR SEISMIC SAFETY

The California Legislature's 2009 passage of Assembly Bill 1175 (Torlakson) paved the way for MTC acting as the Bay Area Toll Authority (BATA), Caltrans and the California Transportation Commission to begin a \$750 million seismic upgrade to the Dumbarton and Antioch bridges — paid for largely through a toll increase (effective July 1, 2010) on all seven of the Bay Area's state-owned toll bridges.

The Antioch Bridge (built in 1978) and the Dumbarton Bridge (1982) were comparatively new when the state Toll Bridge Seismic Retrofit Program originally was established, and neither was included in initial seismic investigations.

A two-year evaluation completed in 2008 by BATA and Caltrans revealed that both bridges need significant strengthening to protect public safety. AB 1175 expanded the Seismic Retrofit Program to include the Antioch and Dumbarton spans, and authorized BATA to increase tolls to finance the work.

Photo: Courtesy of Caltrans



Dumbarton Bridge — Retrofit Completion Target Date: 2013

**“ONE CERTAINTY IS THAT AN EARTHQUAKE IS GOING TO OCCUR. BATA CHOSE TO ACT RESPONSIBLY TO STRENGTHEN THE INFRASTRUCTURE THAT FUELS THE BAY AREA’S ECONOMY. AND IT DID SO IN A POLITICAL ENVIRONMENT WHERE TOO FEW CHOOSE THAT PATH.”**

— SCOTT HAGGERTY, MTC CHAIR

To limit the impact of the toll increase on most bridge commuters to a single dollar, BATA looked to trucks and carpoolers to do their part. Qualifying carpools — including motorcycles and stickered hybrids — will pay \$2.50 (half the standard \$5 toll) during carpool hours while big-rig trucks and other multi-axle vehicles will pay the two-axle base toll rate for each axle. The toll increase for passenger vehicles goes into effect on July 1, 2010. For multi-axle vehicles, half of the increase goes into effect on July 1, 2011, to allow trucking firms to gradually



Photo: Courtesy of Caltrans

Antioch Bridge — Retrofit Completion Target Date: 2012



Photo: Courtesy of Caltrans



Congestion during peak commute hours on the San Francisco-Oakland Bay Bridge.

incorporate the higher charges into their multi-year contracts with shippers, and the full increase will be effective July 1, 2012.

### Congestion Pricing on San Francisco-Oakland Bay Bridge

As part of the toll increase, BATA adopted the region's first congestion pricing toll for two-axle vehicles using the Bay Bridge during peak weekday commute hours of 5 a.m. to 10 a.m. and 3 p.m. to 7 p.m. These vehicles will pay \$6, whereas those crossing during offpeak hours will pay \$4. All Bay Bridge two-axle vehicles will pay \$5 on weekends. It is estimated that this price differential will reduce congestion during commute hours by 23 percent, equivalent to an average of 21 minutes in time savings.

### Toll Increase Schedule — Adopted January 2010

Vehicle Class	Current Toll	New Toll	Effective Date
2-Axle	\$4.00	6 Bridges: \$5.00 Bay Bridge: \$6.00 peak \$4.00 non-peak \$5.00 weekends	July 1, 2010
Carpool	\$0	\$2.50	
3-Axle*	\$6.00	\$15.00	July 1, 2012
4-Axle*	\$8.25	\$20.00	
5-Axle*	\$11.25	\$25.00	
6-Axle*	\$12.00	\$30.00	
7+ -Axles or more*	\$13.50	\$35.00	

\* Multi-axle vehicles will begin paying half of the toll increase on July 1, 2011.





## HIGH-TECH SYSTEMS POWER BAY AREA'S TRANSPORTATION NETWORK



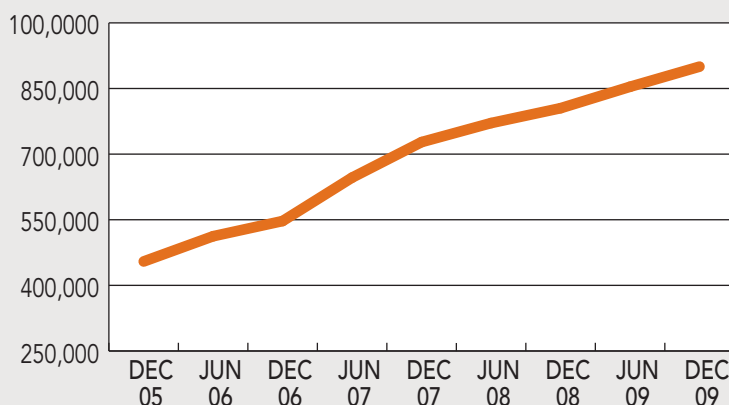
Photo: Courtesy of Caltrans

FasTrak® lanes can carry almost four times the volume of cash lanes.

### Bay Area Drivers Embrace FasTrak®

FasTrak® — the BATA-administered electronic toll collection system that is the operational centerpiece of the planned Bay Area Express Lane Network — accelerated its impressive growth rate in 2009, with enrollment swelling by nearly 12 percent to 900,000 accounts. About two-thirds of all motorists crossing state-owned toll bridges during peak hours now pay their tolls with FasTrak. By eliminating the need to stop and pay cash, the FasTrak payoff is twofold: reduced congestion at the toll plazas and reduced emissions from idling vehicles.

### Growth in FasTrak® Enrollment, 2005–09



### 511: Bay Area's Traveler Information System Sets Standard for Rest of Nation

MTC's 511 traveler information system continues to be a smash hit with Bay Area customers, generating more than 400,000 phone calls and over 2.5 million Web visits each month. With a range of features unequalled by 511 systems elsewhere, the Bay Area's award-winning, toll-free service provides current, on-demand information 24/7 — on the phone at 511 or on the Web at [www.511.org](http://www.511.org) — on traffic conditions; transit routes, schedules and fares; and carpooling and bicycling options.



Photo: Peter Beeler

Changeable message signs provide driving times to take the guesswork out of the commute.

Among the most popular features are the online 511 Transit Trip Planner; the 511 Driving Times service that delivers up-to-the-minute driving times between points along the Bay Area freeway network; a "My 511" service that allows travelers to save and quickly access customized data for the trips they make most often; and real-time transit departure predictions for San Francisco Muni and BART.





## TransLink® Smart Card Extends Regional Reach

The Bay Area's TransLink® smart card transit-fare payment system made a huge leap forward in 2009 when BART and Caltrain integrated the card throughout their systems. TransLink has been used by riders for several years on San Francisco Muni, the Alameda-Contra Costa Transit District, Golden Gate Transit & Ferry and Dumbarton Express bus service. More than 50,000 riders regularly pay their fares via TransLink.



Photo: Noah Berger

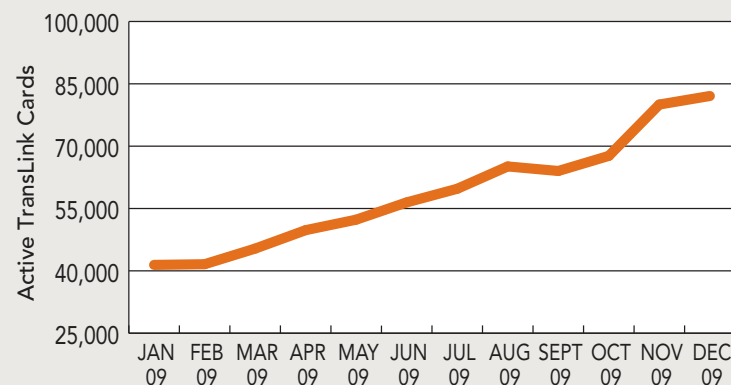
With expansion to SamTrans — San Mateo county's main bus operator — and Santa Clara Valley Transportation Authority on tap for 2010, over 95 percent of the region's transit riders soon will be able to rely on a single transit-fare payment card for trips throughout the region.

## Freeway Service Patrol Clears the Way for Bay Area Motorists

MTC's Service Authority for Freeways and Expressways (SAFE), which is funded by a \$1 fee on Bay Area vehicle registrations that has been in place since 1988, includes a fleet of roving tow trucks known as the Freeway Service Patrol (FSP) and a comprehensive network of fully accessible, state-of-the-art roadside emergency call boxes.

Since half of all congestion on Bay Area freeways is caused by accidents, stalls and other incidents, these initiatives save time for all travelers by quickly clearing the roadway. The FSP, which covers about 550

## TransLink® Customer Base Grows as System Expands Its Reach



miles of Bay Area highways, responded to more than 125,000 incidents in 2009, while the 2,200 Bay Area call boxes generated about 20,000 calls last year. Through a new "Freeway Aid" option added to the 511 phone service in 2008, motorists with cell phones can now summon FSP or other tow service help from inside their vehicles.



Photo: George Draper

More than 95 percent of the motorists who have received assistance from the Freeway Service Patrol rate the service as excellent.



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### PRINTING

Auburn Printers for PRINTEAM  
Auburn, CA

*ALL PHOTOS used in this report are from the MTC  
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### BACK COVER

*Photographs courtesy of Caltrans;  
small photo of bus and elevated light rail, VTA*



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